1101

of one hundred and eighty-five million dollars which we have secured each month for four months as a tremendous sum. When I repeat the Chancellor's statement that war is costing us fifty million of dollars a day they are aghast.

Mr. Phillips, who brings this, knows the situation here better than any person I have met, and I part with him with the greatest reluctance. His going considerably weakens our organisation in Washington* I send him for two reasons : Firstly, in order that he may urge upon you the necessity of insisting that the British Government sets up a co-ordinating War Council, which shall state why each article of supply the Allies require is needed. If that Council be not set up, we shall one day be face to face with one of those abrupt actions on the part of the United States with which by this time we are, I presume, becoming accustomed. I refer to the denial of their promise as to the $400,000,000 loan and the seizure of the ships we are building here. . . .

Yours very sincerely,

NORTHCUFFE."

He was naturally impatient of even inevitable delays. Not accustomed to being thwarted or to have his decision questioned or delayed, in his *Handicaps of* experience an order rung down the tele-

temperament P^one had to be executed forthwith and he expected a report on the same telephone at latest in an hour's time. He had thus acquired a telephone mentality. He was now in a world where the autocrat had to submit to being an all-round subordinate. He was subject to approval